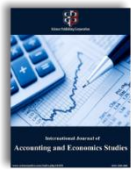
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Research paper



Demographic and Organizational Influences on The Development of Spiritual Intelligence among South Indian IT Professionals

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Abstract

Spiritual Intelligence (SI) refers to an individual's ability to apply self-awareness, ethical reasoning, and values-based reflection in everyday life, promoting personal meaning, resilience, and socially responsible behavior. In high-pressure, cognitively demanding environments such as the Indian IT sector—where emotional exhaustion, ethical dilemmas, and performance pressures are common—SI is emerging as a valuable psychological resource. This study examines the influence of SI on job satisfaction, psychological well-being, and prosocial behavior among IT professionals across five major technology hubs in South India. A total of 475 participants completed the survey, and the data were analyzed using Principal Component Analysis (PCA), t-tests, ANOVA, multiple regression, and Multivariate Analysis of Variance (MANOVA). PCA confirmed the multidimensional nature of SI, accounting for 61.6% of the total variance (KMO = 0.873), supporting its construct validity. Regression analysis showed that key SI dimensions—especially Critical Existential Thinking and Personal Meaning Production—significantly predicted job satisfaction, explaining 47.7% of the variance ($F(5, 469) = 29.99$, $p < 0.001$). MANOVA results demonstrated a significant multivariate effect of SI levels on psychological well-being and prosocial behavior ($p < 0.001$). Additionally, SI varied significantly across demographic groups, including age, gender, education level, and job role. These findings establish SI as a measurable and influential factor in organizational contexts, particularly in fostering ethical behavior and emotional resilience. The study recommends incorporating SI development into human resource strategies through mindfulness training, reflective leadership programs, and values-based interventions to support adaptive, ethically grounded workforces in fast-paced sectors.

Keywords: *Spiritual Intelligence; Job Satisfaction; IT Sector; Psychological Well-Being; Prosocial Behavior; Employees*

1. Introduction

The global workforce has undergone a significant transformation in recent years, particularly in the wake of the COVID-19 pandemic. Organizations today are increasingly tasked with maintaining productivity while supporting the psychological and ethical well-being of their employees (Bennett & McWhorter, 2021). Among the sectors most affected by this shift is information technology (IT), which, despite being a driver of digital innovation, also places intense cognitive and emotional demands on its workforce. Fast-paced innovation cycles, constant performance expectations, and frequent organizational changes have contributed to growing levels of stress, fatigue, and job dissatisfaction among IT professionals (Suganya et al., 2024). In this context, Spiritual Intelligence (SI) is gaining attention as a valuable psychological resource. Defined as the capacity to apply self-awareness, ethical values, and a sense of purpose to everyday experiences, SI offers a framework for navigating complexity with emotional resilience and moral clarity (Amram, 2022). Unlike cognitive intelligence (IQ) or emotional intelligence (EQ), SI allows individuals to find meaning in their work, align actions with core values, and maintain a sense of coherence in dynamic environments. It includes abilities such as reflection, inner peace, value-based decision-making, and awareness of interconnectedness—traits that are increasingly relevant in modern professional settings.

As workplace culture shifts toward more purpose-driven and autonomy-oriented models, SI becomes critical for cultivating adaptive and engaged professionals. Employees with higher SI are more likely to respond constructively to stress, maintain long-term motivation, and uphold ethical standards in their interactions (Senmar et al., 2023). In high-pressure IT environments where ambiguity and rapid change are constant, these attributes can support both individual well-being and team performance. Research has also shown strong links between SI and job satisfaction, which encompasses emotional and cognitive responses to one's work environment (Bai et al., 2023). Beyond salary or working conditions, job satisfaction is shaped by a sense of meaning, autonomy, and purpose, dimensions that are directly nurtured by spiritual competencies. SI helps employees interpret challenges as opportunities, align personal and organizational values, and find deeper engagement in their roles.

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Moreover, SI contributes to positive workplace dynamics by fostering empathy, gratitude, and a cooperative mindset. These qualities are essential in team-based environments like software development, where collaboration, communication, and trust are critical to success. By promoting shared values and constructive interactions, SI supports the development of healthy organizational cultures. Another important function of SI is its role in strengthening ethical behavior. As IT professionals increasingly grapple with complex dilemmas related to data privacy, algorithmic bias, and responsible AI, a strong ethical foundation becomes vital. SI enhances one's ability to reflect on the broader impact of decisions, encouraging conscientious and forward-thinking behavior that benefits both individual credibility and organizational integrity (Sharifnia et al., 2022). Additionally, SI supports adaptability and continuous learning—two competencies that are essential in the ever-evolving IT industry. It fosters openness to change, encourages purposeful engagement with new challenges, and strengthens one's ability to remain centered amid uncertainty. For organizations, cultivating SI may serve as a strategic asset for enhancing innovation and long-term sustainability (Sophia & Kulandaiammal, 2025).

Given these multiple benefits, integrating SI development into organizational training is a timely and practical step. Mindfulness-based interventions, value-driven leadership programs, and reflective practices are being increasingly adopted to build these capacities. Organizations that invest in SI are more likely to build a workforce that is engaged, ethical, and resilient. Despite growing theoretical interest, empirical research on SI, particularly in the context of job satisfaction within the IT sector, remains limited. This gap is especially evident in developing countries, where unique cultural and organizational contexts may shape how SI is expressed and applied. The present study aims to address this gap by investigating the relationship between Spiritual Intelligence and job satisfaction among IT professionals in South India.

1.1 Research questions

1) What is the level of SI among IT sector employees in selected districts of South India?
2) Is there a significant relationship between SI and Job Satisfaction among IT sector employees?
3) Does Spiritual Intelligence serve as a predictor of Job Satisfaction among IT professionals?
4) Are there significant differences in levels of Spiritual Intelligence based on demographic factors such as age, gender, job level, or education among IT employees?
5) How do specific dimensions of Spiritual Intelligence (e.g., personal meaning production, transcendental awareness, critical existential thinking, conscious state expansion) influence different aspects of job satisfaction (e.g., supervision, rewards, nature of work)?

1.2 Objectives

- To assess the current levels and patterns of Spiritual Intelligence among IT sector employees across selected districts in South India, considering their demographic, educational, and organizational profiles.
- To empirically evaluate the predictive power of key dimensions of SI, such as critical existential thinking, personal meaning production, transcendental awareness, and conscious state expansion, on job satisfaction components among IT professionals.
- To develop a context-specific conceptual framework for understanding the role of Spiritual Intelligence in shaping psychological well-being, organizational behavior, and strategic HR outcomes, including financial and accounting implications of SI-based interventions, among Indian IT professionals.

1.3 Proposed hypotheses

H_{01}: There exists no statistically significant variance in the Spiritual Intelligence scores of IT sector employees across demographic strata, including age, gender, educational attainment, and job hierarchy within the selected districts of South India.
H_{11}: There exists a statistically significant variance in the Spiritual Intelligence scores of IT sector employees across demographic strata, including age, gender, educational attainment, and job hierarchy within the selected districts of South India.
H_{02}: The composite dimensions of Spiritual Intelligence do not exert any statistically significant predictive influence on the overall Job Satisfaction levels of IT professionals.
H_{12}: The composite dimensions of Spiritual Intelligence exert a statistically significant predictive influence on the overall Job Satisfaction levels of IT professionals.
H_{03}: Spiritual Intelligence has no statistically significant integrative effect on the psychological well-being or prosocial behavioral dispositions of IT professionals within the organizational ecosystem.
H_{13}: Spiritual Intelligence exerts a statistically significant integrative effect on the psychological well-being and prosocial behavioral dispositions of IT professionals within the organizational ecosystem.

2. Related Works

Chaubey, A., & Giri, V. N. (2025) provided a comprehensive review of workplace spirituality, highlighting its theoretical foundations, contemporary research trends, and practical challenges. It emphasized how workplace spirituality shifted organizational focus from purely economic goals to holistic approaches that nurtured employee well-being, ethical leadership, and commitment. By adopting a systematic review methodology, the research synthesized insights from diverse contexts, revealing strong links between spirituality, job satisfaction, resilience, and ethical practices. It also identified limitations such as conceptual ambiguity, lack of standard measurement tools, and overlap with related constructs like mindfulness and emotional intelligence. The review further underscored the importance of exploring cultural variations, the influence of digital transformation, and the role of spiritually intelligent leadership, offering valuable directions for future scholarship and organizational practice.

Peemanee et al. (2024) conducted a study to explore the influence of Spiritual Intelligence (SI) on Job Satisfaction (JS) among Sri Lankan IT professionals. Data were collected from 383 respondents across Sri Lanka using snowball sampling. The outcomes revealed a significant positive relationship between SI and JS, with a path coefficient of 0.295 ($p = 0.003$), affirming SI as a crucial factor influencing employee well-being and satisfaction. However, gender did not significantly moderate this relationship. While the results highlighted the value of integrating SI into HR policies, the study faced limitations, including gender imbalance, potential bias from snowball sampling, and limited generalizability due to a predominantly young sample and a cross-sectional research design.

Shruti S et al. (2024) conducted a study across India using PLS-SEM to examine the relationship between workplace spirituality (WPS) dimensions—Compassion, Meaningful Work, Mindfulness, and Transcendence—and work stress among 170 corporate executives from diverse sectors. Snowball sampling was employed, and validated scales (WPS and PSS-10) measured key variables on a 5-point Likert scale. Results revealed a significant negative relationship between meaningful work and work stress, while mindfulness showed an unexpected significant positive correlation with stress. Compassion and transcendence showed negative but statistically insignificant associations. The model demonstrated acceptable reliability and validity, with an R^2 of 0.38.

Essandoh et al. (2023) conducted a quantitative study in Ghana's banking sector to examine the moderating role of SI on the relationship between work-family conflict and career satisfaction. Using structured questionnaires from 335 employees of the top five banks, the researchers applied SmartPLS 4.0 for second-order modeling and SPSS 25.0 for preliminary analysis. The findings revealed that both work-to-family and family-to-work conflicts significantly impacted career satisfaction. SI showed a small yet significant positive moderating effect on the relationship between work-to-family conflict and career satisfaction, while amplifying the negative impact of family-to-work conflict. The study employed validated scales and tested for common method bias.

Sapiee et al. (2024) conducted a quantitative study within a Malaysian statutory body to examine the mediating role of SI between Emotional Intelligence (EI) and employee creativity (EC). Using a random sampling technique, 215 usable responses were gathered from 250 distributed questionnaires. Data were analyzed using PLS-SEM via SmartPLS software. The results revealed that SI significantly mediated the relation between EI and EC ($\beta = 0.372$, $t = 4.789$), supporting the hypothesis that emotionally intelligent employees demonstrated higher creativity when guided by spiritual awareness. The R^2 values for SI and EC (0.589 and 0.638, respectively) indicated strong model predictiveness.

Kessi et al. (2022) conducted a study across 140 Islamic private institutions under LLDIKTI-IX using Structural Equation Modeling (AMOS) to evaluate how Islamic leadership, EI, and SI influenced employee morale and performance. The research incorporated both descriptive and explanatory approaches, supported by validated instruments (Cronbach's alpha > 0.60) and normal data distribution (K-S test $p = 0.304$). Results demonstrated that Islamic leadership significantly enhanced morale, which fully mediated the effect of EI and SI on the performance of employees. However, emotional and spiritual intelligence had no direct impact on performance.

Alamanda et al. (2021) explored the relationship between SI and organizational citizenship behavior (OCB) among employees in Kuala Lumpur. The study surveyed 4125 valid responses from a random sample of 5000 employees across 40 manufacturing and service organizations in sectors such as education, insurance, and food. Standardized instruments were used to measure SI and OCB, and data were analyzed using SPSS and LISREL. The outcomes revealed a significant positive relationship ($p = 0.68$; $T = 4.37$) between SI and OCB, suggesting that employees with higher SI were more likely to engage in discretionary, prosocial workplace behaviors. Despite strong construct validity and reliability, the study was limited to a specific geographic and sectoral context, restricting generalizability across diverse organizational and cultural environments.

Arad et al. (2022) conducted an experimental study in 2019 at Imam Khomeini Hospital, Mahabad, to evaluate the impact of SI training on nurses' communication skills. Using a randomized control trial with a pretest-posttest design, 70 nurses were divided equally into intervention and control groups. The intervention group underwent seven workshop sessions over two months. Communication skills were assessed using a validated questionnaire at three intervals: before, two weeks after, and one month post-intervention. Results indicated a significant improvement in verbal and nonverbal communication scores within the intervention group ($P < 0.001$). SPSS version 17.0 was used for data analysis. A key limitation was the potential for information leakage between groups due to the shared hospital setting, which could affect the internal validity of the outcomes.

Severino-González et al. (2022) conducted a quantitative, cross-sectional study in south-central Chile to explore spiritual intelligence attitudes among university students during the COVID-19 pandemic, with a focus on social responsibility. Using validated spirituality and COVID-19 attitude scales administered online to 362 valid respondents, the study applied SPSS 18. Results revealed statistically significant differences in spiritual needs and practices based on gender and age, with women and students aged 18–24 scoring higher. Findings emphasized the importance of developing educational policies that foster spiritual intelligence as a foundation for socially responsible behavior.

Ibrahim et al. (2022) conducted a cross-sectional study during the COVID-19 pandemic to assess the relationships between EI, SI, and psychological well-being among 157 counseling clients in a Malaysian government agency in Pahang. Using SmartPLS, the analysis revealed significant positive associations among all three constructs. Spiritual intelligence notably served as a mediating variable between EI and psychological well-being. Self-awareness, social awareness, and emotional receptivity significantly predicted SI, which in turn influenced psychological well-being. Despite these findings, the study was limited by its purposive sampling due to confidentiality constraints, restricting generalizability. The agency's reliance on counselor-facilitated data collection and the absence of random sampling further constrained external validity.

Saputra et al. (2022) investigated the effects of good governance, intellectual intelligence, and spiritual intelligence on managerial performance at the Aceh Regional Secretariat, with emotional intelligence as a moderating factor. Using cluster random sampling and the Slovin formula, 239 employees were selected from a population of 597. Data were collected through questionnaires and interviews and analyzed using AMOS SEM. The results showed that good governance, intellectual intelligence, spiritual intelligence, and emotional intelligence significantly influenced managerial performance. Moreover, emotional intelligence moderated these relationships, functioning as both a homologizer and quasi-moderator in specific contexts. The study concluded that improving managerial performance required strengthening governance and employee competencies, with emotional intelligence enhancing these effects, thereby providing a practical model for organizational improvement.

Suhifatullah et al. (2021) conducted a qualitative study exploring character education management strategies to enhance students' spiritual intelligence in three Indonesian high schools—YPHB Plus, PGRI Cibinong Plus, and Motahhari Plus. Using interviews, observations, and document analysis, the research applied strategic management analysis comprising environmental observation, strategy formulation, implementation, control, and evaluation. Findings revealed a strong commitment to integrating religious values through full-day schooling, intra-curricular and extracurricular programs, and the use of innovative pedagogies like quantum learning. Each school formulated a vision grounded in faith-based development and implemented religious and environmental programs to nurture empathy, discipline, and moral responsibility. A major strength was the alignment of school culture with spiritual goals. However, limitations included uneven evaluation mechanisms, with only one school maintaining a formal Quality Control Group for systematic monitoring.

Al-Htaybat et al. (2018) examined the impact of the digital revolution on the accounting profession and its implications for education. It highlighted that technological advancements were expected to automate many practices, leading to the obsolescence of certain roles and the emergence of new responsibilities for accounting graduates. Using a qualitative approach, the researchers gathered insights from accounting educators through semi-structured interviews and online empirical sources, including podcasts. The findings revealed diverse perspectives on whether the accounting curriculum required major adjustments. However, participants acknowledged the need to integrate

both traditional skills, such as problem-solving, and modern competencies, such as technological proficiency, to prepare graduates for evolving professional landscapes.

While most studies converged on the positive influence of Spiritual Intelligence on job satisfaction, creativity, and ethical behavior, several inconsistencies emerged regarding which dimensions of SI exerted the greatest influence and under what conditions. For instance, Shruti et al. (2024) reported a surprising positive correlation between mindfulness and workplace stress, diverging from the commonly accepted stress-buffering role of spiritual and emotional awareness highlighted in studies such as Peemanee et al. (2024) and Sapiee et al. (2024). Similarly, Kessi et al. (2022) found that SI had no direct effect on performance but instead operated indirectly through leadership and morale, which questioned the autonomous impact of SI on employee outcomes. These contradictions appeared to be shaped by methodological differences, including sample characteristics, cultural-religious backgrounds, and measurement approaches. Furthermore, the predominance of cross-sectional research designs limited the ability to draw causal conclusions, complicating efforts to distinguish between short-term associations and sustained developmental effects. These disparities underscore the need for more context-sensitive, sector-specific models of SI that take into account organizational ethics, cognitive demands, and leadership dynamics.

Interdisciplinary research had also begun to explore the broader relevance of SI within governance, ethics, and financial accountability frameworks. Al-Htaybat and von Alberti (2018) provided empirical evidence from Islamic banking institutions, illustrating how spiritual capital and values-based decision-making contributed to ethical governance and institutional accountability. Their findings emphasized that spiritually grounded leadership could positively influence compliance and performance management systems. Similarly, Chaubey and Giri (2025) examined workplace spirituality as a multidimensional construct that shaped ethical decision-making, corporate value alignment, and technostress reduction. These interdisciplinary insights extended the value of SI beyond individual well-being, framing it as a strategic organizational asset with implications for managerial accounting, ethical climate, and sustainable leadership.

While existing studies have extensively explored the impact of SI across sectors such as education, healthcare, banking, and manufacturing, several methodological and contextual limitations persist. Many prior investigations employed non-probability techniques such as snowball sampling (Peemanee et al.2024, Shruti et al. 2024), limiting the representativeness and generalizability of findings. Some studies relied on small or homogeneous samples, often skewed by gender or age (Peemanee et al. 2024, Severino-González et al. 2022, Ibrahim et al. 2022), while others were constrained by geographic or cultural specificity (Kessi 2022, Alamanda et al. 2021). The reliance on cross-sectional designs further impedes causal inferences, and studies often lacked longitudinal depth to assess sustained outcomes (Essandoh et al. 2023, Severino-González et al. 2022). Despite demonstrating the positive effects of SI on job satisfaction, career satisfaction, and workplace behavior, very few investigations have holistically examined SI's integrative influence on psychological well-being and prosocial behavior in high-pressure, cognitively demanding environments such as IT (Sapiee et al. 2024, Arad et al. 2022). Additionally, most studies either treated SI as a single construct or focused narrowly on a few dimensions, often without developing context-specific frameworks aligned with sectoral demands (Shruti et al. 2024, Alamanda et al. 2021). These methodological gaps—limited sampling rigor, contextual narrowness, and fragmented conceptual focus—highlight the urgent need for a robust, multi-dimensional study situated in South India's IT sector, where SI may offer both individual resilience and organizational value. The proposed research addresses these gaps by empirically analyzing SI's predictive role on job satisfaction and its integrative influence on well-being and organizational behavior, grounded in regionally relevant contexts.

3. Methods

3.1 Conceptual framework

In the proposed research, demographic and organizational attributes such as age, gender, job designation, educational background, and years of experience are treated as foundational variables that influence the development and expression of Spiritual Intelligence among IT sector employees. Spiritual Intelligence is conceptualized through its core dimensions, which collectively serve as internal psychological resources that shape an individual's cognitive, emotional, and behavioral orientation toward work. These dimensions are posited to have predictive salience on job satisfaction, psychological well-being, and prosocial organizational behaviors, reflecting outcomes that are central to employee alignment and institutional coherence. The framework also recognizes contextual moderators such as organizational culture, work stress, and leadership climate, which may amplify or attenuate the functional impact of Spiritual Intelligence on these outcomes. By integrating personal, psychological, and organizational layers, the framework offers a holistic view of how spiritual capabilities interact with work structures to drive attitudinal and behavioral responses among IT professionals. Figure 1 illustrates the conceptual architecture guiding the proposed research.

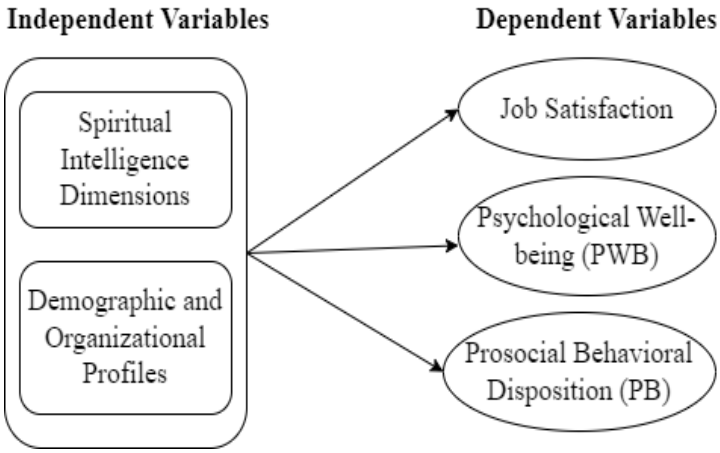


Fig. 1: Conceptual framework of the proposed research

3.2 Research design

The study adopted a descriptive-correlational research design to examine the relationship between demographic variables, dimensions of SI, and their influence on job satisfaction and psychological well-being among IT professionals in selected districts of South India. This design enables the systematic observation and analysis of naturally occurring phenomena without experimental manipulation, making it suitable for exploring complex interdependencies among psychological and organizational variables in a real-world professional setting. By integrating descriptive statistics with correlational and multivariate inferential analyses, the study seeks to uncover how variations in age, gender, education, and job roles correspond with distinct patterns of Spiritual Intelligence, and how these in turn predict attitudinal and behavioral outcomes such as satisfaction and emotional resilience. The design provides a robust framework for assessing theoretical linkages and practical implications of Spiritual Intelligence in the high-pressure, innovation-driven IT sector, contributing empirical insights for organizational development and human resource interventions.

3.3 Population and sample

The target population consists of IT sector employees working across selected districts in South India, including professionals engaged in diverse roles such as software development, systems analysis, IT support, project management, and quality assurance. This population was chosen due to the region's significance as a rapidly expanding technology corridor, characterized by a heterogeneous workforce navigating high-performance demands and organizational complexity. The study aims to capture variability in Spiritual Intelligence across age groups, educational levels, and hierarchical positions, all of which are known to influence workplace cognition and behavior. The study focused on five major technology hubs in South India to ensure sectoral relevance and geographic diversity. Respondents were drawn from IT organizations located in Bengaluru Urban, Chennai, Hyderabad, Coimbatore, and Kochi. These cities were selected for their economic significance in India's digital economy and their concentration of IT parks, multinational firms, and innovation-driven startups. Stratification ensured that each location was proportionally represented in the final sample, thereby enhancing the generalizability of findings across the southern technology corridor. To determine the minimum sample size required for a population exceeding 10,000, the study employed the standard formula for sample size estimation under a 95% confidence level and 5% margin of error, as shown in Eq. (1).

$$n = \frac{N.Z^2.p\,(1-p)}{e^2}$$
$$n = 384.16 \quad (1)$$

However, to increase representational accuracy and control for potential nonresponse bias, incomplete data, and subgroup comparisons, the final sample size was raised to 475 respondents. This expanded sample supports the use of advanced statistical techniques such as factor analysis, regression modeling, and structural equation modeling, ensuring adequate power and generalizability. A stratified convenience sampling method was employed to confirm proportional representation across key demographics, allowing nuanced analysis of how Spiritual Intelligence varies within the IT workforce.

3.4 Data collection

Data collection was executed through a structured, self-administered questionnaire composed of four sections: demographic information, Spiritual Intelligence (SI), Job Satisfaction (JS), and Psychological Well-being (PWB). The SI component was measured using King's Spiritual Intelligence Self-Report Inventory (SISRI-24), which includes four validated dimensions: Critical Existential Thinking (CET), Personal Meaning Production (PMP), Transcendental Awareness (TA), and Conscious State Expansion (CSE). Each item was rated on a 5-point Likert scale, ranging from "Strongly Disagree" to "Strongly Agree." The JS section was adapted from the Minnesota Satisfaction Questionnaire (MSQ) short form, while PWB was assessed using Ryff's six-dimensional model. All sub-scales demonstrated strong internal consistency (Cronbach's $\alpha > 0.80$), and content validity was confirmed through expert review. The questionnaire was distributed both digitally and in physical form to accommodate participant accessibility across different organizational settings and work modalities, including on-site, hybrid, and remote employment contexts. To ensure content relevance and contextual alignment, the instrument underwent a preliminary expert validation process followed by a pilot test ($n = 30$), wherein reliability coefficients and response patterns were assessed and minor modifications made. Data collection occurred over a defined time window using a non-random but stratified convenience sampling protocol, allowing proportional coverage across districts, age groups, job roles, and experience levels. Ethical considerations were adhered to, with informed consent obtained and confidentiality assured.

3.5 Data analysis

The data analysis for the proposed research was conducted using IBM SPSS Statistics, Version 26. This robust statistical package facilitated comprehensive exploration and testing of the research hypotheses through a combination of descriptive and inferential techniques. Descriptive statistics were first employed to summarize respondent demographics and compute mean scores, standard deviations, and frequency distributions across key variables. Subsequently, Principal Component Analysis (PCA) was utilized to validate the construct structure of Spiritual Intelligence (SI), confirming its multidimensional nature. To assess group differences in SI across demographic and organizational variables, one-way ANOVA and Tukey HSD post-hoc tests were implemented. Multiple regression analysis was then applied to examine the predictive influence of individual SI dimensions on Job Satisfaction, revealing significant contributions from Critical Existential Thinking, Personal Meaning Production, Conscious State Expansion, and Ethical Orientation & Organizational Awareness. Additionally, a Multivariate Analysis of Variance (MANOVA) was employed to test the integrative effect of SI on Psychological Well-being and Prosocial Behavioral Dispositions, confirming significant multivariate associations. The reliability of all constructs was ensured using Cronbach's alpha, with values exceeding the acceptable threshold of 0.70. The use of SPSS enabled clear visualization, rigorous hypothesis testing, and accurate interpretation of findings.

4. Results

4.1 Analysis of demographic profile

Table 1 and Figure 2 show the demographic distribution of the 475 IT sector employees who participated in the study across key technology hubs in South India. The gender distribution reflects a reasonably balanced workforce, with 54.9% male and 45.1% female respondents. The majority of participants fall within the 31–40 age group (40.2%), followed by the 20–30 bracket (33.1%), suggesting a predominantly young to mid-career sample. Educational attainment is high, with 49.3% holding postgraduate degrees and 14.3% possessing doctoral or equivalent qualifications. In terms of job hierarchy, mid-level managers form the largest group (41.7%), followed by entry-level professionals (31.4%), while senior-level roles and consultants make up a smaller proportion. Experience levels mirror this trend, with most respondents having 5–10 years (36.6%) or less than 5 years (25.7%) of work experience. Geographically, Bengaluru Urban (29.9%), Chennai (25.9%), and Hyderabad (22.3%) represent the largest clusters, indicating a strong presence of respondents from South India's leading IT corridors.

Table 1: Demographic Profile of Respondents

Variable	Category	Frequency	Percentage (%)
Gender	Male	261	54.9%
	Female	214	45.1%
Age Group	20–30 years	157	33.1%
	31–40 years	191	40.2%
	41–50 years	90	18.9%
	Above 50 years	37	7.8%
Educational Qualification	Undergraduate (UG)	173	36.4%
	Postgraduate (PG)	234	49.3%
	Doctorate / MPhil / Others	68	14.3%
Job Level	Entry-Level Executive	149	31.4%
	Mid-Level Manager	198	41.7%
	Senior-Level / Department Head	81	17.1%
	Consultant / Specialist Role	47	9.9%
Years of Experience	Less than 5 years	122	25.7%
	5–10 years	174	36.6%
	11–15 years	110	23.2%
	Above 15 years	69	14.5%
Work Location	Bengaluru Urban	142	29.9%
	Chennai	123	25.9%
	Hyderabad	106	22.3%
	Coimbatore	61	12.8%
	Kochi	43	9.1%

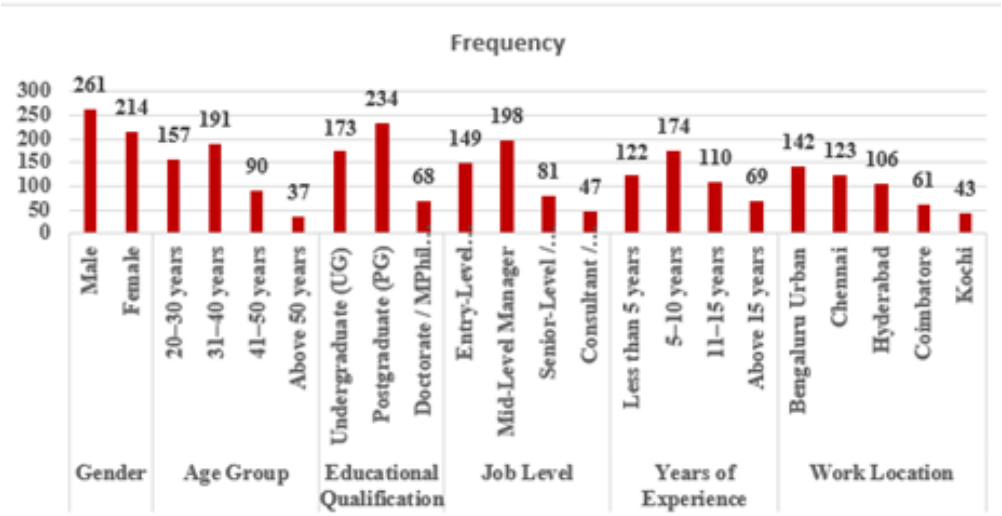


Fig. 2: Graphical Illustration of Demographic Profile of the Respondents

4.2 Analysis of spiritual intelligence patterns across demographic and organizational profiles

To empirically assess the current levels and patterns of SI among IT sector employees in selected districts of South India, a series of statistical analyses was conducted. These included descriptive statistics, KMO and Bartlett's test, PCA, communalities extraction, and variance tests (t-test and ANOVA). The goal was to determine whether Spiritual Intelligence scores significantly vary across demographic groups such as age, gender, educational attainment, and job role.

Table 2 shows the descriptive statistics for SI scores across the sampled IT sector employees. The observed mean SI score is 72.46, with a standard deviation of 9.82, indicating a moderately dispersed distribution of spiritual capacities across the population. The minimum and maximum values (41.00 to 95.00) show a broad range of spiritual self-awareness and reflection among respondents. The distribution exhibits slight negative skewness (–0.28) and platykurtic tendencies (kurtosis = 0.12), suggesting approximate normality. This statistical normality validates the use of parametric procedures in subsequent inferential testing, including t-tests and ANOVA.

Table 2: Descriptive Statistics of Spiritual Intelligence Scores

Statistic	Value
Mean	72.46
Standard Deviation	9.82
Minimum	41.00
Maximum	95.00
Skewness	-0.28
Kurtosis	0.12

Before extraction, the adequacy of the sample for factor analysis was verified using the Kaiser-Meyer-Olkin (KMO) measure and Bartlett's Test of Sphericity. The KMO value of 0.873, as shown in Table 3, indicates meritorious adequacy for factor analysis based on Kaiser's (1974) benchmark. A highly significant Bartlett's Test ($\chi^2 = 2018.67$, $p < 0.001$) further confirms that the inter-item correlation matrix is not an identity matrix, validating its factorability. These preliminary checks confirm the appropriateness of PCA for dimension reduction and construct validation.

Table 3: KMO and Bartlett's Test of Sphericity

Test	Value
KMO Measure of Sampling Adequacy	0.873
Bartlett's Test of Sphericity (Chi-Sq)	2018.67
Degrees of Freedom (df)	276
Significance (p-value)	< 0.001

Following data adequacy confirmation, the communalities of the 14 SI items were examined to assess how much variance in each item is explained by the extracted components. As shown in Table 4, all 14 SI items showed communalities above 0.70, reflecting that these items strongly load onto the extracted components. For instance, the item "I can find meaning in challenging life situations" had a communality of 0.819, indicating that more than 81% of its variance is shared with the underlying factor structure.
Communalities for Selected SI Items

Table 4: Communalities for Selected SI Items

SI Item	Initial	Extraction
I reflect on the purpose of my life	1.000	0.812
I consider what happens after death	1.000	0.728
I make decisions aligned with core personal values	1.000	0.784
I experience a deeper self beyond material existence	1.000	0.765
I can find meaning in challenging life situations	1.000	0.819
I seek to understand the metaphysical or spiritual dimensions of life	1.000	0.753
I recognize the presence of a higher power or divine intelligence	1.000	0.732
I strive to act ethically in both personal and professional decisions	1.000	0.796
I engage in practices (e.g., reflection, prayer, meditation) to connect with my inner self	1.000	0.785
I consciously examine the values guiding my actions	1.000	0.777
I recognize the interconnectedness of all people and systems	1.000	0.749
I am aware of how my actions impact others and society at large	1.000	0.814
I question assumptions about life, death, reality, and the universe	1.000	0.733
I can enter deeper states of awareness through reflection	1.000	0.801

Applying the Kaiser criterion (eigenvalues > 1), five components were extracted, collectively explaining 61.6% of total variance, as summarized in Table 5. The first component alone accounted for 24.5%, followed by subsequent components contributing between 5.5% and 13.4%. These results affirm the multidimensionality of the SI construct, exceeding the 50% minimum benchmark recommended in social sciences.

Table 5: Total Variance Explained by Principal Components (Simplified Summary)

Component	Eigenvalue	% of Variance	Cumulative %
1	5.88	24.5%	24.5%
2	3.21	13.4%	37.9%
3	2.53	10.5%	48.4%
4	1.86	7.7%	56.1%
5	1.32	5.5%	61.6%

A detailed breakdown of the eigenvalues before and after rotation is provided in Table 6. Varimax orthogonal rotation was employed to redistribute variance more clearly across components and improve interpretability.

Table 6: Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.880	24.5	24.5	5.880	24.5	24.5	3.721	17.2	17.2
2	3.210	13.4	37.9	3.210	13.4	37.9	2.911	13.2	30.4
3	2.530	10.5	48.4	2.530	10.5	48.4	2.652	12.1	42.5
4	1.860	7.7	56.1	1.860	7.7	56.1	2.105	9.8	52.3
5	1.320	5.5	61.6	1.320	5.5	61.6	2.016	9.3	61.6
6	0.928	3.7	65.3						
7	0.763	2.9	68.2						
8	0.658	2.5	70.7						
9	0.518	2.0	72.7						
10	0.466	1.8	74.5						
11	0.384	1.5	76.0						
12	0.293	1.2	77.2						

13	0.215	0.9	78.1
14	0.168	0.7	78.8

To optimize the interpretability of the extracted factors, a Varimax orthogonal rotation was applied to the principal component solution, as in Table 7. This statistical method redistributes the shared variance across components, allowing for more distinct clustering of items and improved clarity in factor interpretation. The Rotated Component Matrix revealed that each item of the Spiritual Intelligence (SI) scale loaded significantly on one of the five components of Spiritual Intelligence. Specifically, the components represented the following latent domains: Critical Existential Thinking (CET), which includes deep philosophical reflections and questioning of life's meaning; Personal Meaning Production (PMP), which reflects one's ability to derive purpose and direction through personal values; Transcendental Awareness (TA), characterized by awareness of non-material and spiritual dimensions; Conscious State Expansion (CSE), involving the capacity to enter higher states of consciousness through reflection or meditation; and Ethical Orientation & Organizational Awareness (EOOA), which represents the ethical and societal awareness that guides one's actions. Each item demonstrated high loading on its respective component, providing empirical support for the construct validity of the instrument and reinforcing the multidimensional nature of SI within the IT workforce.

Table 7: Rotated Component Matrix (Varimax Rotation, PCA)

SI Item	Spiritual Intelligence Dimension	Component				
		1	2	3	4	5
I reflect on the purpose of my life	CET	0.812				
I can find meaning in challenging life situations		0.819				
I question assumptions about life, death, and the universe		0.733				
I make decisions aligned with core personal values	PMP		0.784			
I consciously examine the values guiding my actions			0.777			
I engage in reflective or contemplative practices			0.785			
I consider what happens after death	TA			0.728		
I seek to understand spiritual/metaphysical dimensions				0.753		
I experience a deeper self beyond material existence				0.765		
I recognize the presence of a higher power				0.732		
I can enter deeper states of awareness through reflection	CSE				0.801	
I am aware of how my actions impact society	EOOA					0.814
I recognize the interconnectedness of all systems and beings						0.749
I strive to act ethically in all decisions						0.796

After confirming the five-dimensional factor structure of SI through PCA, inferential statistical techniques were applied to examine whether SI varies significantly across demographic and organizational variables. These tests included an Independent Samples t-Test (for gender) and a One-Way ANOVA (for age group, educational qualification, and job role).

4.2.1 Gender-based differences in SI

An Independent Samples t-test was conducted to explore differences in SI scores between male and female employees. As shown in Table 8, the mean SI score for female respondents (M = 74.15) was significantly higher than that of male respondents (M = 71.12), with a t-value of –2.58 and p = 0.010. This indicates a statistically significant gender difference in the manifestation of spiritual competencies within the IT workforce.

Table 8: Independent Samples t-Test – Gender Differences in SI

Gender	N	Mean SI	SD	t-value	df	p-value
Male	261	71.12	9.91	-2.58	473	0.010
Female	214	74.15	9.46			

Female employees demonstrated significantly higher SI levels, suggesting they may possess heightened reflective awareness and ethical reasoning in workplace contexts—possibly linked to differing emotional and social processing styles.

4.2.2 Age-wise variations in SI

To explore how SI varies across age categories, a one-way ANOVA was conducted across four distinct age groups: 20–30, 31–40, 41–50, and above 50 years, as shown in Table 9. The analysis aimed to determine whether SI development shows any association with advancing age and life stage.

Table 9: One-Way ANOVA – SI Scores Across Age Groups

Age Group	N	Mean SI	SD
20–30 years	157	70.23	10.1
31–40 years	191	73.85	9.3
41–50 years	90	75.91	8.7
Above 50 years	37	76.44	8.2
F-value		7.12	
p-value		0.001	

The ANOVA results indicate a statistically significant difference in SI scores across age groups (F = 7.12, p = 0.001). This implies that Spiritual Intelligence is not uniformly distributed among IT sector employees and may increase with age. As observed from the group means, respondents in the youngest age group (20–30 years) demonstrated the lowest SI levels, while those aged 41 and above reported the highest. These findings suggest a possible maturation effect—where existential awareness, introspection, and ethical reflection expand with increasing life experience, emotional development, and exposure to diverse personal and professional situations.

Following the one-way ANOVA that revealed significant differences in SI scores across age groups (F = 7.12, p = 0.001), a Tukey Honest Significant Difference (HSD) test was performed, as shown in Table 10, to identify which specific groups differed significantly.

Table 10: Tukey HSD Post-Hoc Comparison – Age Group Differences in SI

Comparison	Mean Difference	p-value	95% CI (Lower)	95% CI (Upper)	Significant
20–30 vs 31–40	+4.88	0.000	2.36	7.40	✓
20–30 vs 41–50	+7.54	0.000	4.44	10.63	✓
20–30 vs Above 50	+4.73	0.023	0.46	9.01	✓
31–40 vs 41–50	+2.66	0.102	-0.33	5.65	✗
31–40 vs Above 50	-0.15	0.999	-4.35	4.06	✗
41–50 vs Above 50	-2.80	0.390	-7.37	1.77	✗

The Tukey HSD post-hoc analysis further clarifies the group-wise differences detected in the ANOVA by revealing that respondents in the 20–30 age group scored significantly lower in Spiritual Intelligence compared to all older cohorts (31–40, 41–50, and above 50). This outcome suggests that younger employees may possess less developed spiritual awareness, likely due to more limited life experience, fewer encounters with moral or existential dilemmas, and shorter exposure to reflective practices in professional or personal domains. Conversely, the absence of significant differences among the three older age groups implies a plateauing of Spiritual Intelligence beyond the age of 40. This stabilization supports developmental theories asserting that the capacity for meaning-making, ethical discernment, and transcendental reflection generally matures and consolidates with age, as individuals increasingly confront complex social, occupational, and existential realities.

4.2.3 Educational qualification and SI levels

The next variable analyzed was educational qualification. Table 11 summarizes a significant difference in SI scores across three educational levels. The ANOVA F-value was 8.26 ($p < 0.001$), indicating a strong relationship between higher education and higher SI. Participants with doctoral qualifications displayed significantly higher SI, possibly due to exposure to critical thinking, ethical inquiry, and philosophical content during advanced academic work.

Table 11: ANOVA – SI Across Educational Levels

Qualification	N	Mean SI	SD
UG Degree	173	70.11	9.9
PG Degree	234	73.41	9.2
Doctorate / Others	68	76.12	8.8
F-value		8.26	
p-value		<0.001	

4.2.4 Organizational role and SI variability

Lastly, SI scores were compared across four job roles using ANOVA. As shown in Table 12, the F-value of 6.74 ($p = 0.002$) confirmed significant variance. Employees in senior and specialist roles scored higher on SI compared to entry-level professionals. Professionals in higher organizational echelons—likely dealing with strategic decisions, ethical dilemmas, and complex interpersonal dynamics—tend to exhibit enhanced SI competencies.

Table 12: ANOVA – SI Across Job Roles

Job Role	N	Mean SI	SD
Entry-Level Executive	149	70.24	10.2
Mid-Level Manager	198	73.81	9.3
Senior-Level / Dept. Head	81	75.92	8.6
Consultant / Specialist	47	76.44	8.4
F-value		6.74	
p-value		0.002	

Based on the cumulative findings from the factor analysis and inferential statistical tests, the study provides robust empirical support for the H_{11} and leads to the rejection of the H_{01}, which stated that no significant variations exist in SI across demographic and organizational variables. The results reveal that SI levels differ significantly by gender, age, educational attainment, and job role. Female employees demonstrated notably higher SI scores ($p = 0.010$), suggesting heightened reflective and ethical capacities. A clear upward trend in SI was observed with increasing age ($p = 0.001$), with post-hoc analyses confirming that younger professionals scored significantly lower than older counterparts. Higher educational qualifications, especially at the doctoral level, were associated with elevated SI scores ($p < 0.001$), highlighting the role of advanced academic exposure in fostering cognitive and existential depth. Similarly, employees in senior and specialist job roles exhibited greater SI ($p = 0.002$), likely due to their experience in handling ethical dilemmas and strategic responsibilities. These insights affirm that Spiritual Intelligence in the IT sector is a multidimensional and context-sensitive trait shaped by individual maturity, intellectual development, and professional positioning. This understanding holds substantial implications for designing leadership training, promoting emotional resilience, and developing workplace well-being programs that harness and nurture spiritual competencies.

4.3 Predictive influence of spiritual intelligence dimensions on job satisfaction

Understanding what drives job satisfaction in knowledge-intensive sectors such as IT has become increasingly essential for sustainable organizational performance. In this study, five core dimensions of Spiritual Intelligence—CET, PMP, TA, CSE, and EOOA—were examined to assess their predictive influence on overall Job Satisfaction among IT professionals. To evaluate this relationship, a multiple linear regression analysis was conducted. The SI dimensions were entered as independent (predictor) variables, while overall Job Satisfaction served as the dependent variable. The results are presented in Table 13.

Table 13: Multiple Regression – SI Dimensions Predicting Job Satisfaction

Predictor Variable	Unstandardized B	Std. Error	Standardized Beta (β)	t-value	Sig. (p-value)
(Constant)	31.276	2.841	–	11.01	< 0.001
CET	0.442	0.091	0.327	4.86	< 0.001
PMP	0.367	0.084	0.298	4.37	< 0.001

TA	0.118	0.078	0.102	1.51	0.133
CSE	0.251	0.088	0.202	2.85	0.005
EOOA	0.304	0.081	0.264	3.75	< 0.001
Model Summary: $R^2 = 0.477$ Adjusted $R^2 = 0.468$ ANOVA: $F(5, 469) = 29.99$ $p < 0.001$					

The regression model was statistically significant, explaining 47.7% of the variance ($R^2 = 0.477$) in job satisfaction scores, a substantial figure for psychological models in organizational research. The F-statistic ($F(5, 469) = 29.99$, $p < 0.001$) confirmed the overall model significance, establishing that the predictors collectively offer reliable explanatory power. Among the five SI dimensions, CET ($\beta = 0.327$, $p < 0.001$) emerged as the most influential predictor, reinforcing the idea that employees who engage in deep reflection on life's purpose and meaning are more likely to derive intrinsic satisfaction from their roles. PMP ($\beta = 0.298$, $p < 0.001$) also significantly predicted job satisfaction, suggesting that alignment of personal values with work responsibilities promotes a stronger emotional connection and motivation. Conscious State Expansion ($\beta = 0.202$, $p = 0.005$) and Ethical Orientation & Organizational Awareness ($\beta = 0.264$, $p < 0.001$) were also significant, emphasizing the roles of mindfulness, ethical clarity, and awareness of organizational impact in shaping professional fulfillment. On the other hand, TA ($\beta = 0.102$, $p = 0.133$) did not significantly predict job satisfaction, indicating that this more abstract spiritual dimension may have a limited influence on tangible work-related satisfaction in high-pressure, performance-driven environments such as IT.

Figure 3 presents the residual plot for the multiple regression model predicting Job Satisfaction. The pattern of the residuals shows a relatively random dispersion around the horizontal line at zero, without any clear curvature or funneling. This shows that the assumptions of linearity and constant variance of residuals are reasonably satisfied. There is no systematic trend or structure in the residuals, which suggests that the model is well-fitted to the data and that the predictions are unbiased across different levels of predicted job satisfaction. Furthermore, the absence of outlier clusters or a directional pattern enhances the confidence in the model's validity, supporting its use for inferential and predictive purposes in understanding how Spiritual Intelligence dimensions influence job satisfaction in organizational settings.

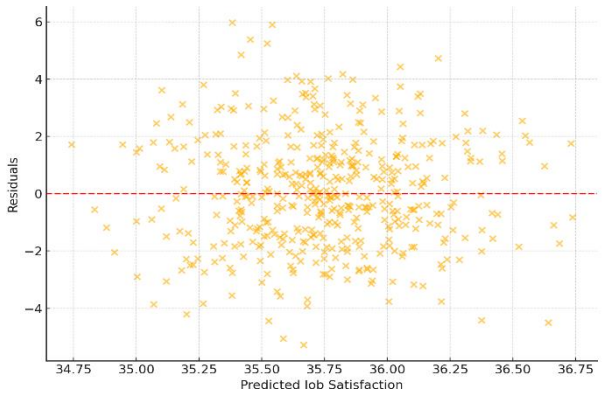


Fig. 3: Residual Plot for Regression Model Predicting Job Satisfaction.

Based on these findings, H_{02} is rejected, and H_{12} is accepted. These results establish that SI is not merely a metaphysical attribute but a multidimensional psychological resource with meaningful implications for professional well-being. The findings advocate for SI to be integrated into human resource development initiatives, particularly through reflective training, ethical leadership programs, and personal growth interventions. Such strategies can help foster more resilient, emotionally balanced, and purpose-driven IT professionals, enhancing not only individual satisfaction but also organizational performance and culture.

4.4 Influence of spiritual intelligence on employee well-being and ethical disposition

To evaluate the integrative effect of SI on employees' psychological well-being and prosocial behavioral disposition, a Multivariate Analysis of Variance (MANOVA) was employed. This statistical approach was selected to assess whether SI, categorized into three groups (low, moderate, and high based on percentile splits), significantly influences a set of related dependent variables taken together. These variables represent key psychosocial outcomes relevant to organizational health and individual performance in high-stakes environments such as the IT sector.

4.4.1 Multivariate effects of SI

Based on the results of the MANOVA, the study robustly confirms the integrative influence of SI on two critical psychological and behavioral outcomes among IT professionals: Psychological Well-being (PWB) and Prosocial Behavioral Disposition (PB). The purpose of this analysis was to evaluate whether variations in SI levels—categorized into low, moderate, and high based on z-scores or percentile rankings—would correspond to significant differences in both these dependent constructs. This approach provides a holistic understanding of how SI affects both the inner psychological equilibrium and the outward ethical and social functioning of professionals in a demanding, innovation-driven sector.

The multivariate test statistics revealed a statistically significant effect of SI level on the combined outcome variables, as shown in Table 14. Specifically, Pillai's Trace (0.374), Wilks' Lambda (0.636), Hotelling's Trace (0.591), and Roy's Largest Root (0.491) were all significant at $p < 0.001$, strongly indicating that Spiritual Intelligence does not act on isolated psychological or behavioral phenomena, but rather exerts a cohesive influence across domains. This reinforces the theoretical positioning of SI as a meta-cognitive and integrative faculty that bridges internal well-being and external ethical action.

Table 14: Multivariate Tests – Effect of Spiritual Intelligence on PWB and Prosocial Behavior

Effect	Value	F	Hypothesis df	Error df	Sig. (p-value)
Pillai's Trace	0.374	14.823	4	944	< 0.001
Wilks' Lambda	0.636	15.998	4	942	< 0.001
Hotelling's Trace	0.591	16.472	4	940	< 0.001
Roy's Largest Root	0.491	27.806	2	472	< 0.001

To explore which specific outcome variables were affected by SI, Tests of Between-Subjects Effects were conducted. The results, shown in Table 15, revealed that both PWB and PB were individually and significantly influenced by employees' SI group membership. Specifically, individuals with higher SI reported substantially greater psychological well-being—reflected in higher levels of self-acceptance, a strong sense of life purpose, and emotional stability. Similarly, prosocial behaviors such as empathy, cooperation, and ethical conduct were also significantly more prevalent among those with elevated SI.

Table 15: Tests of Between-Subjects Effects

Dependent Variable	Source	SS	df	MS	F	Sig. (p-value)
Psychological Well-being	Spiritual Intelligence	924.6	2	462.3	21.74	< 0.001
Prosocial Behavior	Spiritual Intelligence	613.2	2	306.6	18.39	< 0.001

Figure 4 illustrates the scatterplot of PWB versus PB across three SI levels—Low, Moderate, and High. The visual distribution of data points reveals a distinct upward clustering pattern from the lower-left to the upper-right, indicating a positive linear relationship between the two dependent variables. Employees with Low SI are primarily positioned in the lower-left quadrant, reflecting diminished psychological wellness and prosocial orientation. Those in the Moderate SI category cluster around mid-range values for both outcomes, while the High SI group is prominently located in the upper-right quadrant, representing elevated levels of both well-being and ethical-social behavior. This progressive trend across SI levels validates the MANOVA findings, which established a significant multivariate effect of SI on both PWB and PB. It confirms that as SI increases, so do the psychological and behavioral competencies essential for thriving in organizational ecosystems, especially in dynamic and cognitively demanding sectors like IT.

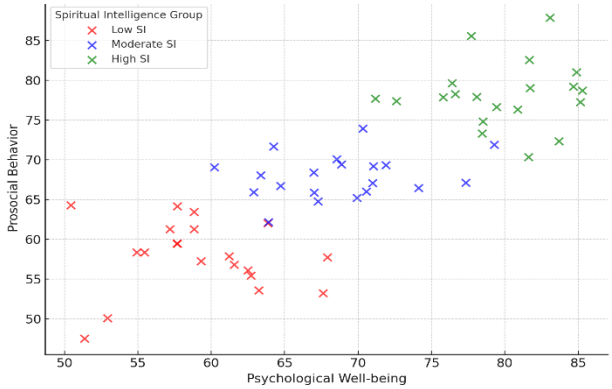


Fig. 4: Scatter Plot of PB vs PWB by SI Group.

These results provide compelling evidence in support of the alternative hypothesis (H_{13}), affirming that SI functions as an integrative psychological asset that not only nurtures internal emotional resilience but also promotes constructive interpersonal behavior in organizational settings. As such, incorporating SI development into organizational strategies can yield dual benefits: enhancing personal well-being and fostering a positive, ethically grounded workplace culture. Practical applications may include introducing mindfulness sessions, value-based leadership training, and reflective dialogue platforms, especially in high-stress, cognitively demanding environments like the IT sector.

The statistically significant influence of Spiritual Intelligence on both psychological well-being and prosocial behavior highlights more than just psychological advantages; it also carries measurable economic implications. Improved well-being is closely linked to reductions in absenteeism, turnover, and healthcare costs, while enhanced prosocial behavior contributes to teamwork, reduced conflict, and ethical compliance. From an accounting standpoint, these outcomes translate into quantifiable financial benefits, such as lower HR costs, reduced productivity losses, and improved organizational efficiency. Organizations implementing SI-based programs may therefore experience a favorable cost-benefit ratio, justifying such initiatives as strategic investments. Future research could explore these implications through return-on-investment (ROI) models or human capital valuation frameworks.

5. Discussions

The present study provides compelling empirical validation of Spiritual Intelligence (SI) as a multidimensional construct that significantly influences job satisfaction, psychological well-being, and prosocial organizational behavior in the Indian IT sector. Using PCA, regression, and MANOVA techniques, the analysis affirmed both the construct validity and practical relevance of SI dimensions, particularly Critical Existential Thinking (CET), Personal Meaning Production (PMP), Conscious State Expansion (CSE), and Ethical Orientation & Organizational Awareness (EOOA). Among these, CET and PMP emerged as the strongest predictors of job satisfaction. This may be attributed to the nature of the IT profession itself, which is characterized by high cognitive load, rapid technological shifts, and continuous problem-solving. CET enables employees to engage in reflective thinking about purpose, ethics, and existential coherence—offering resilience against burnout and meaninglessness. PMP, on the other hand, allows individuals to generate intrinsic motivation and emotional reward from their professional contributions, which aligns well with the motivational structures of knowledge workers. These dimensions thus serve as internal buffers and drivers, enabling employees to maintain satisfaction even in demanding, uncertain work environments.

Demographic analysis further revealed significant variance in SI based on gender, age, education, and hierarchical role. Female employees and those in senior or highly educated roles reported higher SI scores. These findings may reflect broader psychosocial patterns wherein life experience, exposure to ethical dilemmas, and access to reflective practices increase with age and professional maturity. Gender-related

differences could also be linked to sociocultural factors influencing emotional and ethical awareness, such as relational expectations or differential socialization patterns in collectivist societies like India. The integrative role of SI in promoting both psychological well-being and prosocial behavior was confirmed through MANOVA, supporting the notion that SI operates as both a resilience resource and a relational asset. Employees with higher SI scores demonstrated greater emotional balance and a stronger inclination toward ethical, collaborative behavior—traits essential in high-performance, innovation-driven teams. These findings open multiple pathways for future research. One promising direction involves examining SI's interplay with burnout, especially in hybrid and remote work contexts where emotional exhaustion and disconnection are rising. Longitudinal studies could explore whether SI training has a sustained buffering effect on stress and turnover. Another area involves comparative sectoral analysis—does SI operate similarly in finance, healthcare, or public administration, or are its predictors and outcomes context-dependent? Additionally, future research could examine how organizational cultures that promote value-based leadership and spiritual mindfulness mediate the SI–outcome relationship. Finally, integrating SI into digital wellness strategies—especially in AI-augmented work environments—could reveal novel insights into technology-human synergy grounded in ethical awareness and psychological depth.

6. Conclusion

This research comprehensively examined the role of SI in influencing psychological well-being, prosocial behavior, and job satisfaction among IT professionals in South India. Through the application of robust statistical techniques—including PCA, multiple regression, and MANOVA—the study confirmed the multidimensional nature of SI, encapsulating five core dimensions: CET, PMP, TA, CSE, and Ethical Orientation & Organizational Awareness. The findings established that SI is not merely a metaphysical construct but a measurable psychological resource significantly associated with enhanced workplace outcomes. Higher SI was linked to greater job satisfaction, improved emotional resilience, and heightened ethical-social functioning. Demographic variations further indicated that age, gender, education, and job role influence SI levels, supporting the idea that it is both developmentally acquired and contextually shaped. Notably, SI demonstrated a predictive influence on job satisfaction and an integrative effect on well-being and behavior, confirming the rejection of null hypotheses H_{01}, H_{02}, and H_{03}. These insights underscore the need for organizations to integrate SI-enhancing interventions—such as mindfulness training, ethical leadership development, and reflective practices—into HR strategies to cultivate a fulfilled and ethically grounded workforce. Looking forward, future research may explore longitudinal impacts of SI training on organizational performance, assess SI across sectors beyond IT, and examine its interplay with other psychological constructs like emotional intelligence, resilience, or burnout. Moreover, qualitative explorations could add depth to understanding how employees internalize and apply spiritual values in high-pressure, goal-driven work environments. Such inquiries would enrich the theoretical landscape and inform holistic organizational development practices.

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